ESC Service Charter Scorecard

September 6, 2015 – October 3, 2015

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The Commonwealth of Massachusetts

Service Delivery Overview
September 6, 2015 – October 3, 2015

MassHR
Delivering HR Services That Matter

Executive Summary

Total # Agencies Served: 80

Total # Employees Served: 53,098

Total calls received: 5,361

Average Call Wait Time: 00:47

Total email requests received: 504

Total FAX requests received: 191

Number of Transactions processed by ESC: 7,342

Total outbound contacts: 1,847

Total tickets opened: 4,892

Total tickets closed within 3 days: 4,795

Total tickets remain open beyond 3 days: 97

% tickets remain open beyond 3 days: 1.98%

% of Employees served by the ESC: 13.82%

Staffing

Area	Staffing as of 10/03/2015	Staffing as of 09/05/2015
Customer Service/Intake	5	5
Customer Service/Research	3	3
Processing & Outreach	8	8
Analyst	1	1
Supervisor	3	3
Senior Staff	4	4
Total	24	24

Activities

- N/A

Source: ESC Avaya CMS & Footprints Reports, data from 09/06/2015 – 10/03/2015.
***Not**e: "% of Employees served contacting ESC" does not account for repeat contacts (i.e., one employee calling multiple times).

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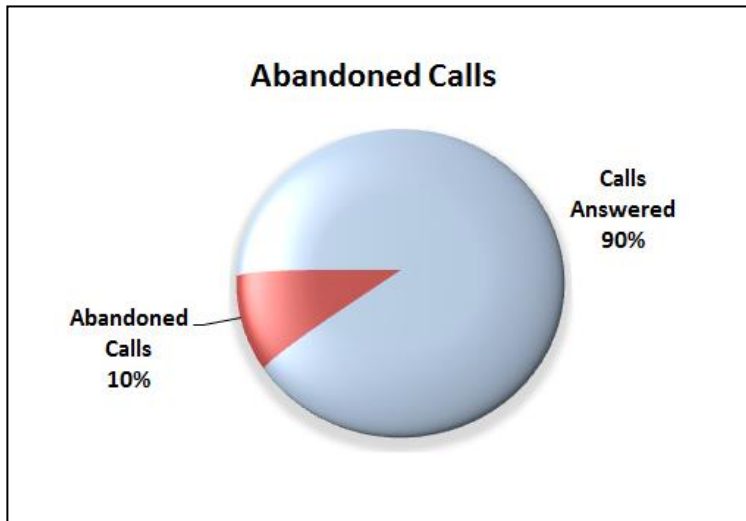
SLA Targets and Actual Performance

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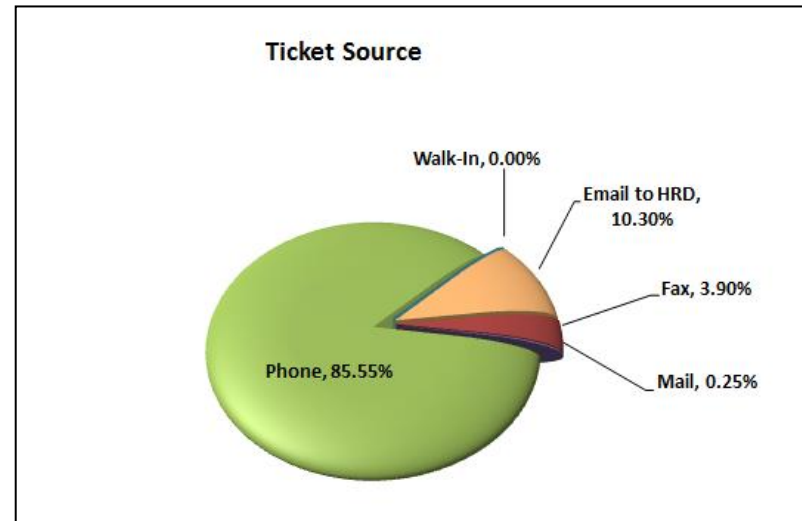| Metric	Target	Current Period Performance 09/06/15 – 10/03/15	Previous Period Performance 08/09/15 – 09/05/15	Trend
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time; Will not exceed 2 minutes 50% of the time	0:47 seconds	0:49 seconds	⬆
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	99.64%	99.76%	⬇
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	94.0% within 1 Day and 96.5 within 3 Days	94.0% within 1 Day and 96.3 within 3 Days	⬆
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	80% of customers rate overall satisfaction good to excellent	94% rated good to excellent (0.102% response rate)	92% rated good to excellent (0.092% response rate)	⬆
Percent of notification runs executed to completion: • All: Reminder Report Time • Employees: Unreported time - 1st & 2nd notice • Approvers: Unapproved reported time - 1st & 2nd notice • Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications -1st & 2nd notice • Failsafe outreach to Agy. HR/PY and signatories • Failsafe outreach to CTR and CHRO	95%	100%	100%	⬌
Secretariat ad hoc reports produced within established timeframes: • Simple*: 3 business days • Complex*: 7 business days	90%	100%	100%	⬌
SLA reports produced on time according to predefined schedule	Y/N	N	N	⬌

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Inbound Call Data

SLA Metric	Target Level	Current Period 09/06/15 to 10/03/15	Previous Period 08/09/15 to 09/05/15	September 2014
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time	0:47 seconds	0:49 seconds	0:22 seconds

Abandoned Calls

Calls Answered 90%

Abandoned Calls 10%

Total = 5,361 calls

Ticket Source

Walk-In, 0.00%

Email to HRD, 10.30%

Fax, 3.90%

Phone, 85.55%

Mail, 0.25%

Total = 4,892 Tickets

Source: ESC Footprints & Avaya data from 09/06/2015 – 10/03/2015.
*E-mail tickets do not account for additional outreach to correct invalid employee e-mail addresses.

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Inbound Call Data

Wait Time, Call Volumes, & Abandonment Rates

	9/06 - 9/12	9/13 - 9/19	9/20 - 9/26	9/27 - 10/03
Wait Time	01:08	00:46	00:39	00:35
Average Call Abandon Time	01:37	01:23	01:48	01:31
Longest Wait Time	19:15	08:08	09:56	09:30
Average Call Time	04:16	03:42	03:51	03:39
Call Volume	1495	1348	1337	1181
Abandoned Calls	213	127	104	87

Source: ESC Footprints & Avaya data from 09/06/2015 – 10/03/2015.
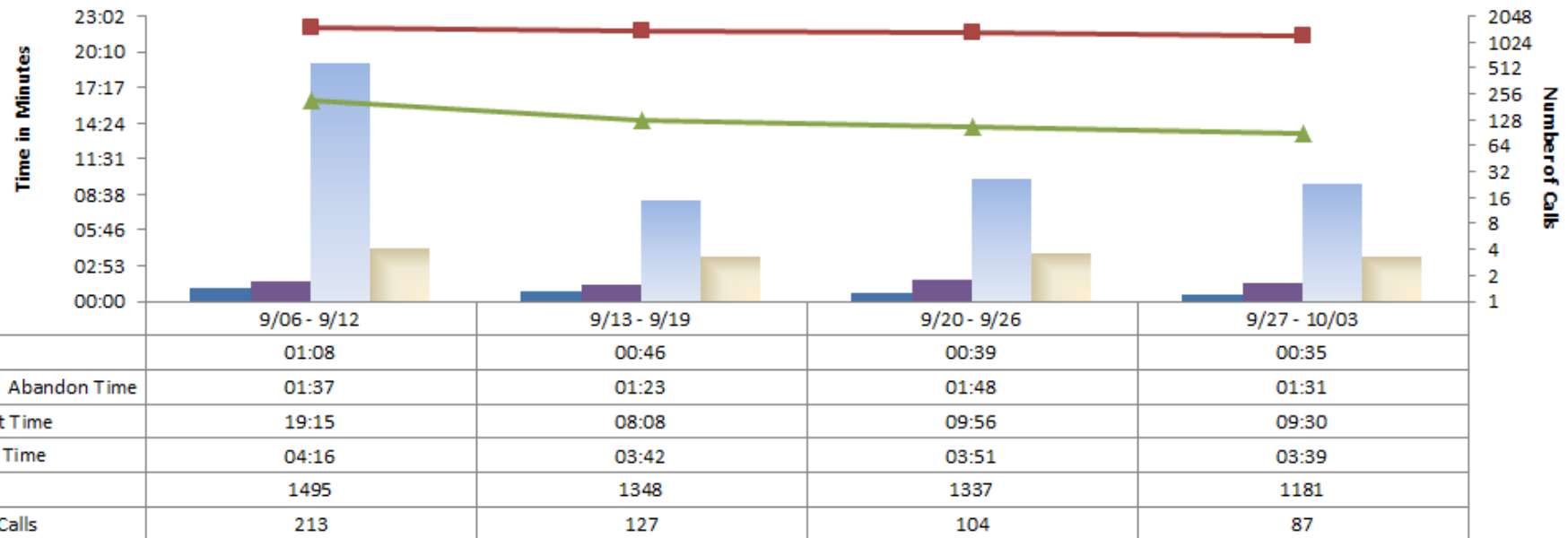*E-mail tickets do not account for additional outreach to correct invalid employee e-mail addresses.

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Inbound Inquiries by Secretariat

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- **EOHHS agencies represent the largest volume of inquiries to the ESC.**
- **CON, JUD, and EOEEA represent the highest volume as a percent of employees served.**
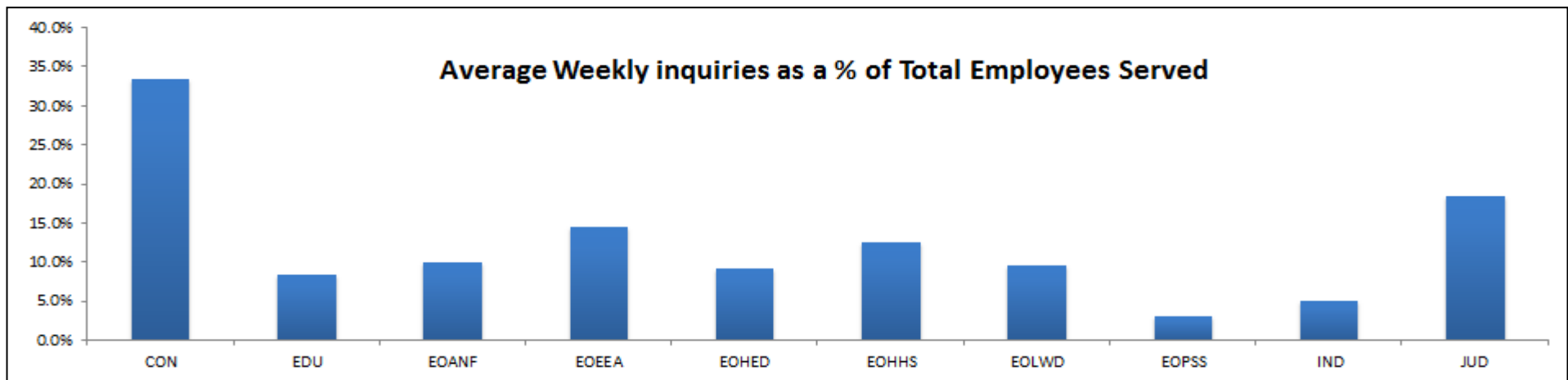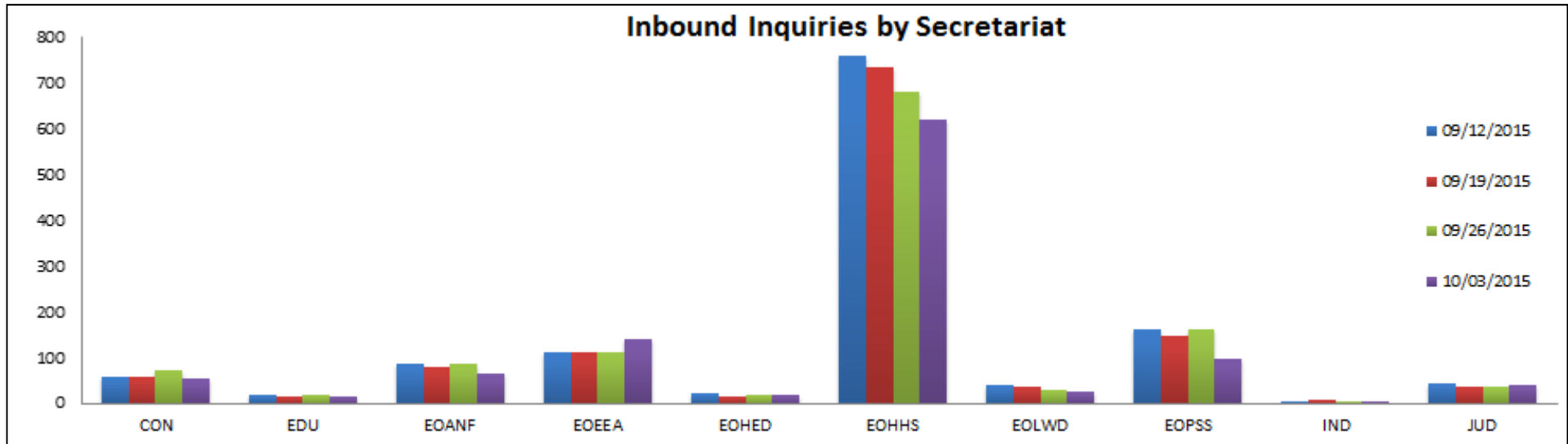
Source: ESC Footprints data from 09/06/2015 – 10/03/2015. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., one employee calling multiple times).

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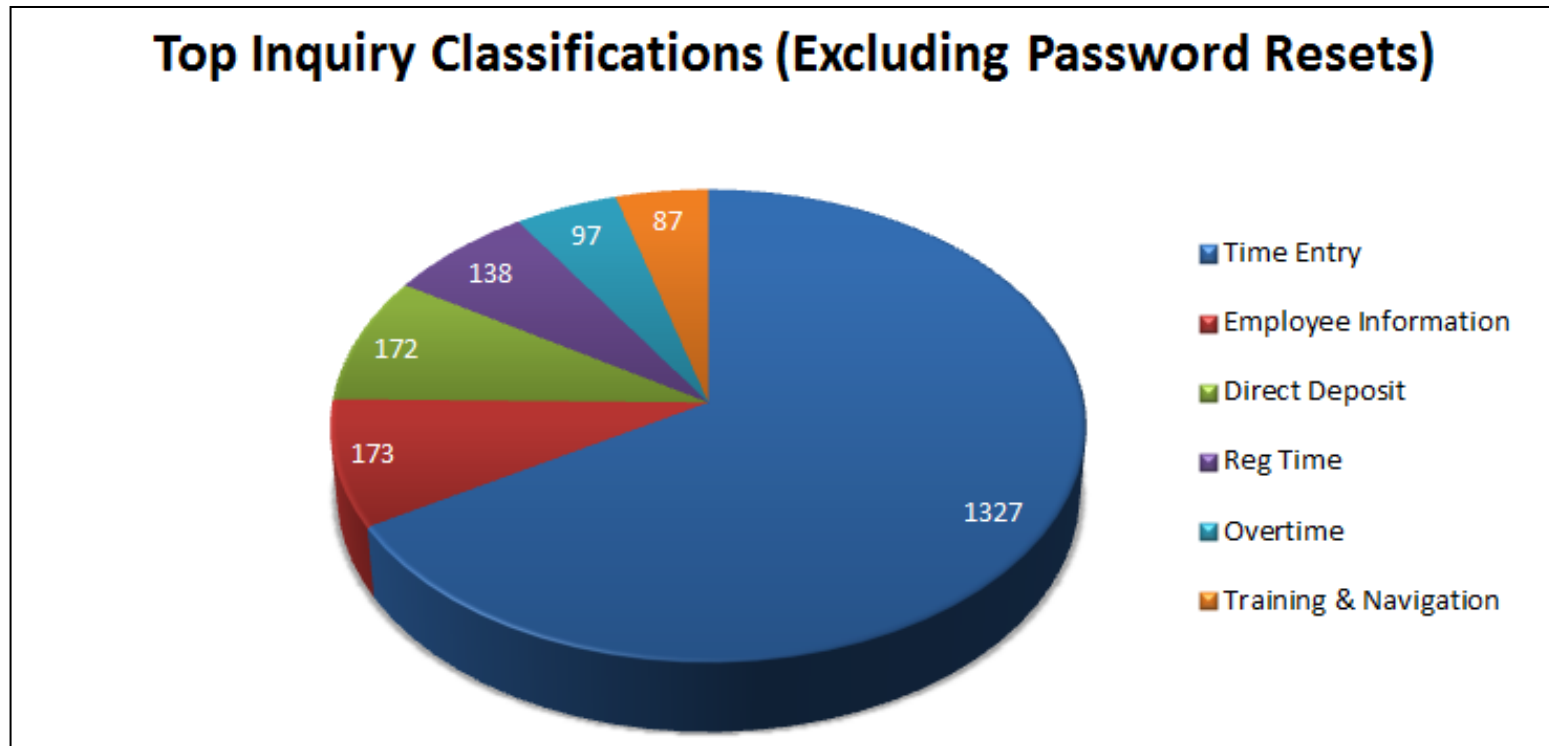# Type of Inquiries Received

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Top Inquiry Classifications (Excluding Password Resets)

Classification	Value
Time Entry	1327
Employee Information	173
Direct Deposit	172
Reg Time	138
Overtime	97
Training & Navigation	87

Source: ESC Footprints data from 09/06/2015 – 10/03/2015.

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ePay/eProfile Transactions

Total ePay/eProfile Inquiries

Categories: Direct Deposit, Employee Information, M-4 State, Pay Advice, W-2, W-4 Federal

Total ePay/eProfile Updates

Categories: Direct Deposit, Employee Information, M-4 State, W-4 Federal

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ePay/eProfile Transactions by Secretariat

ePay/eProfile Transactions by Secretariat

Legend: ■ Inquires ■ Updates

Categories: CON, EDU, EOANF, EOEEA, EOHED, EOHHS, EOLWD, EOPSS, JUD, IND
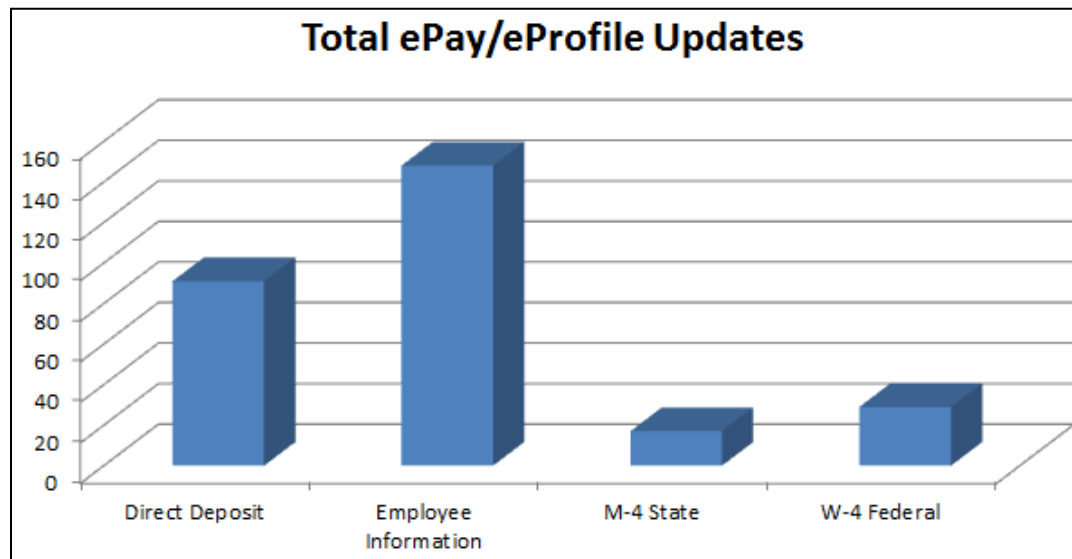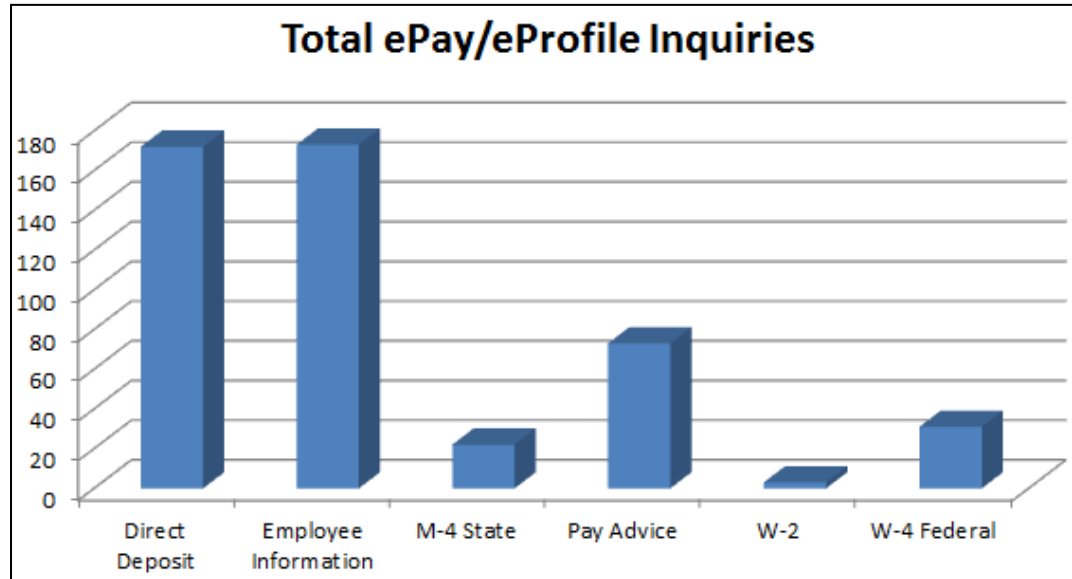
Source: ESC Footprints data from 09/06/2015 – 10/03/2015.

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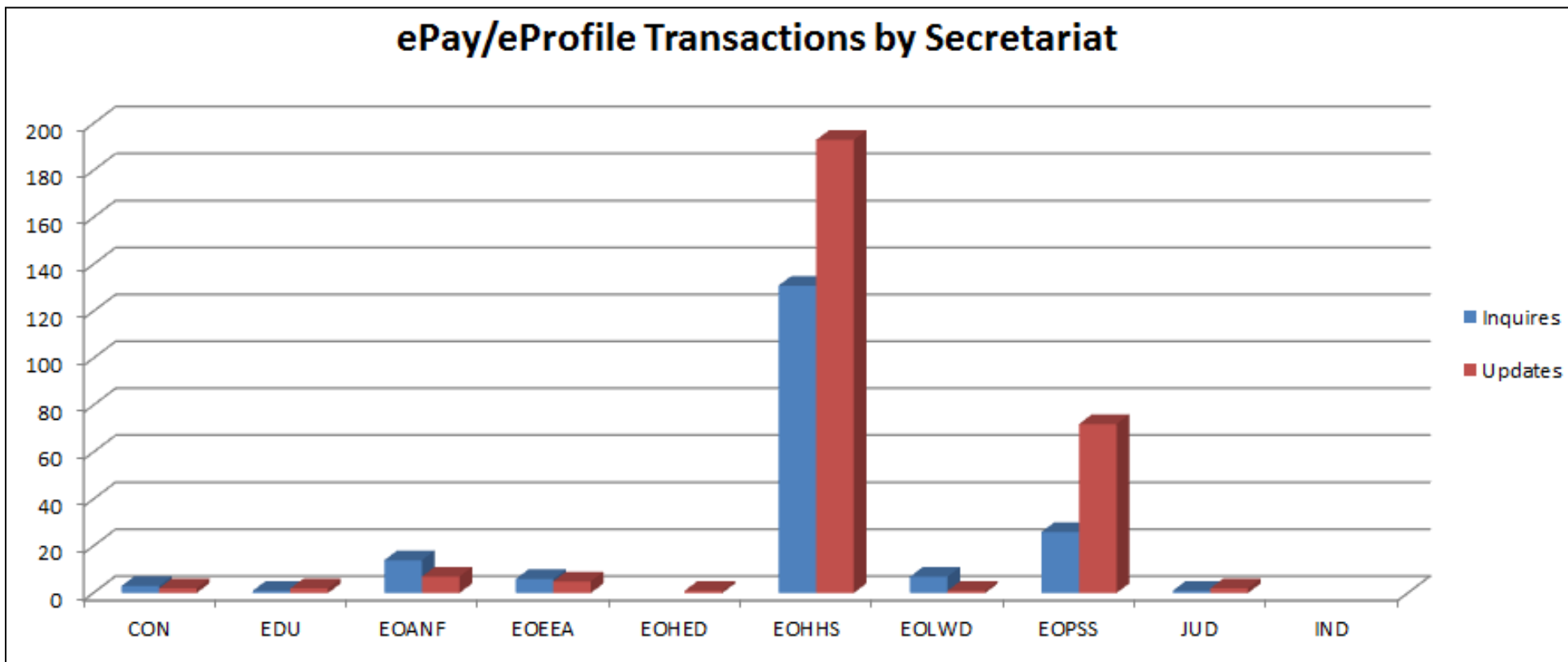
ACES Quarterly Activity

ACES Quarterly Activity (7/12/15 - 10/3/15)
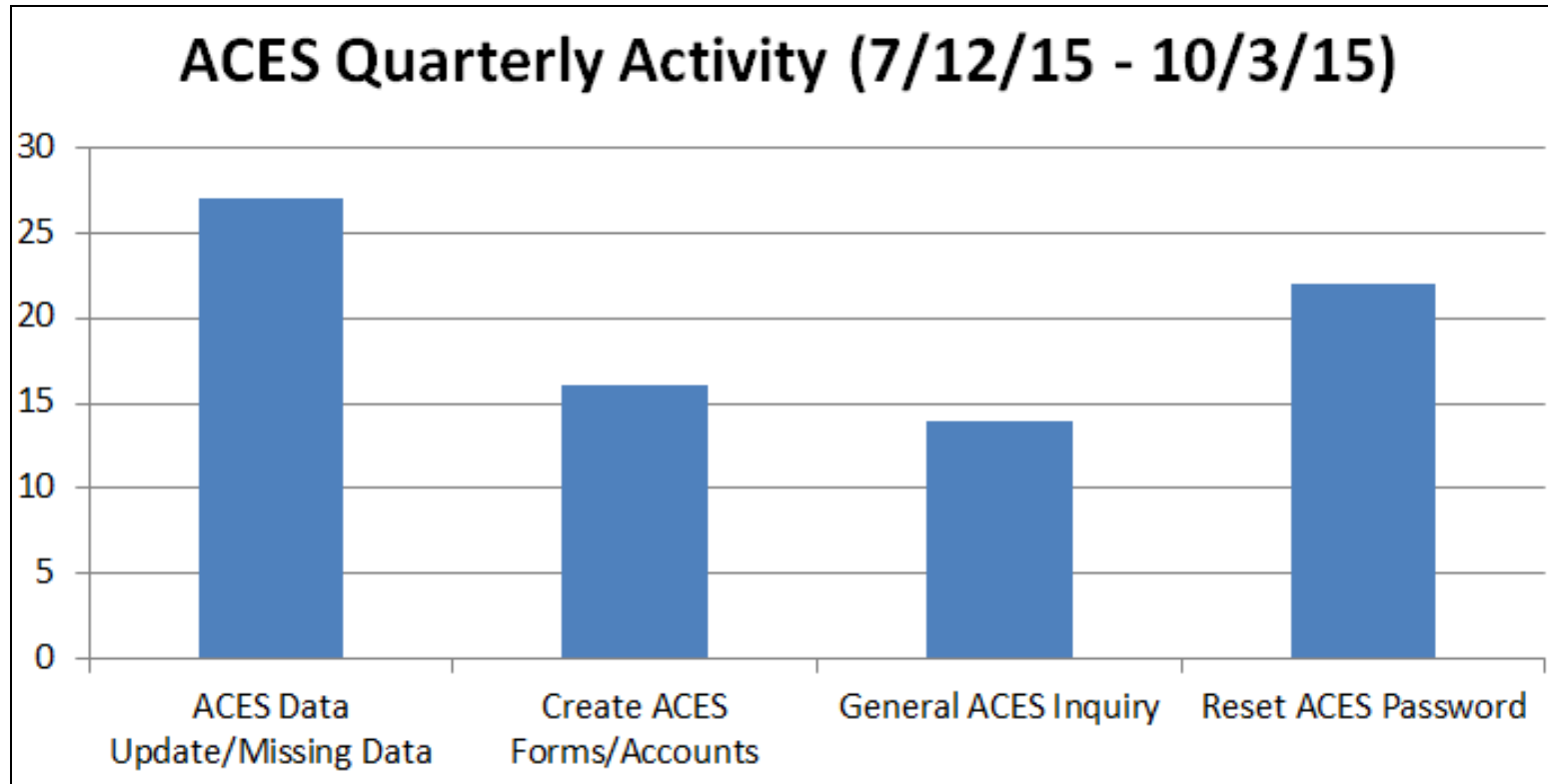
Direct Deposit-Prenote Outreach
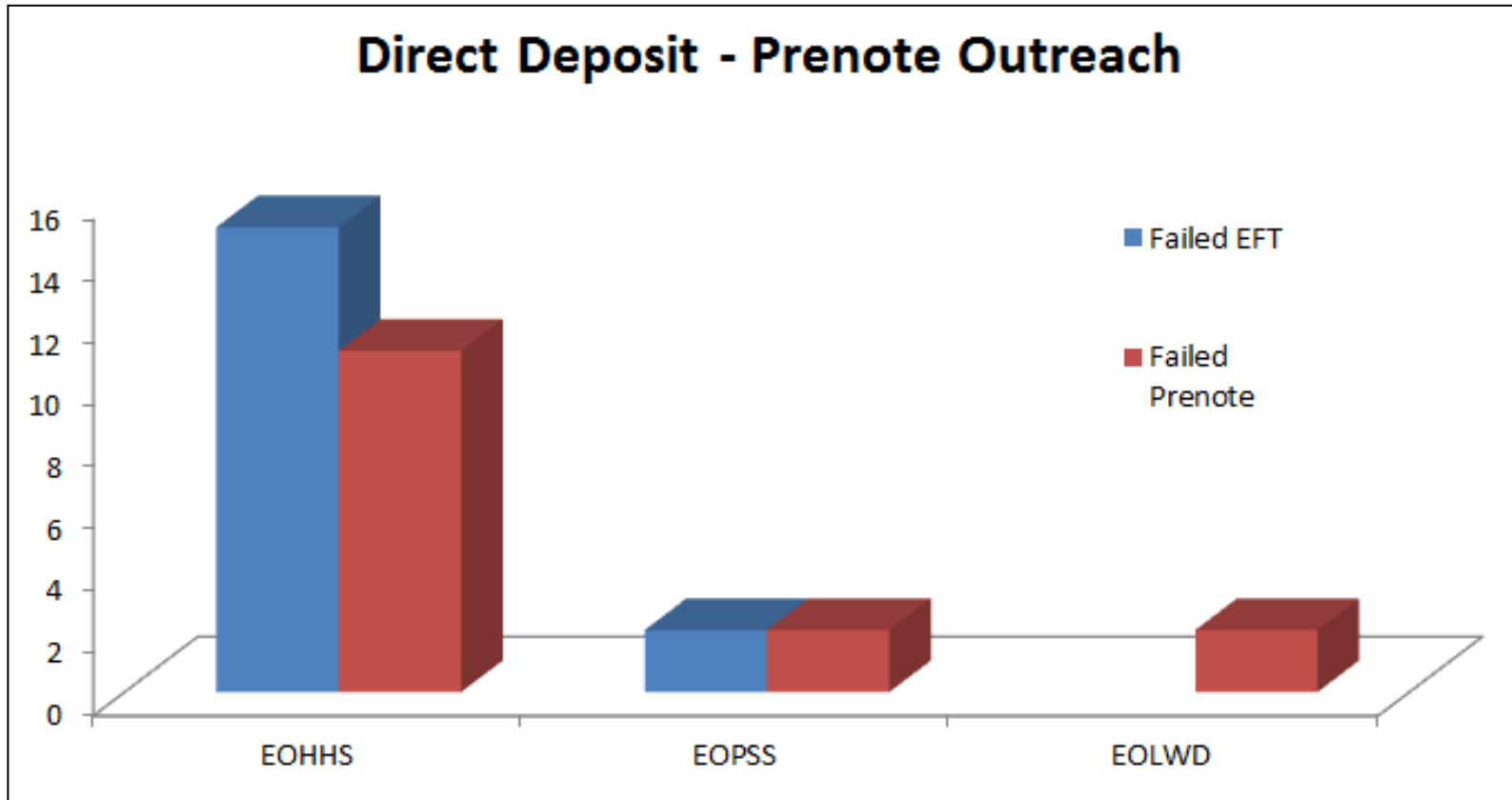
Source: ESC data from 09/06/2015 – 10/03/2015.

Case Resolution Time

SLA Metric	Target	Current Period 09/06/15 – 10/03/15	Previous Period 08/09/15 – 09/05/15	Previous Year September 2014
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	99.64%	99.76%	100%
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	94.0% within 1 Day 96.5% within 3 Days	94.0% within 1 Day 96.3% within 3 Days	97.8% within 1 day 85.4% within 3 days

Source: ESC Footprints data from 09/06/2015 – 10/03/2015.

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Customer Satisfaction Survey Results

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SLA Metric	Target	Current Period (09/06/2015 – 10/03/2015)	Previous Period (08/09/2015 – 09/05/2015)	September 2014
Customer satisfaction (Based on automated survey upon ticket closure.)	80% of customers rate overall satisfaction good to excellent	94% rated good to excellent (1.104% response rate)	92% rated good to excellent (0.092% response rate)	94% rated good to excellent (0.084% response rate)

How would you rate the quality of service you received from the Employee Service Center?
Good, 9% Fair, 2% Poor, 4%
Very Good, 9%
Excellent, 76%

How likely would you be to recommend the Employee Service Center to a colleague?
Likely to recommend, 8%
Unlikely to recommend, 4%
Would not recommend, 4%
Very likely to recommend, 84%
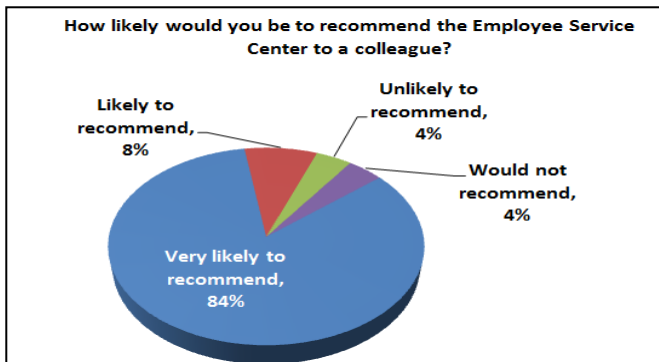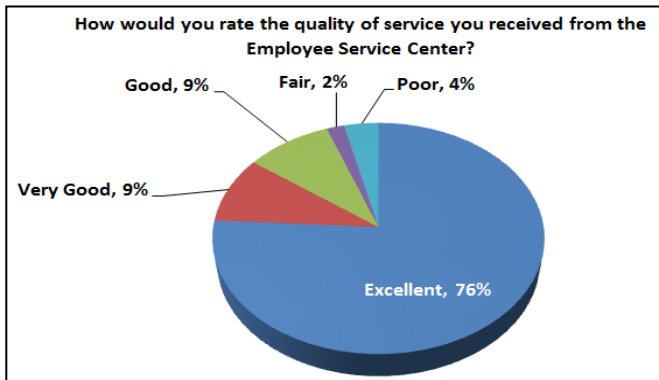
Selected Monthly Comments:

- Completely Satisfied.

- It does not need improvement the matter got resolved quickly and the person on the phone was very helpful and courteous and explained everything to me.

- They are terrific every time. Patient, attentive, good listeners...best there is!

- Due to high call volume I waited approx. a minute or two for a representative.

Source: ESC Customer Satisfaction Survey; survey link is provided on ticket closure notice and is voluntary. Survey results shown were collected between 09/06/2015 – 10/03/2015.

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Outbound Contact Percentages

SLA Metric	Target	Current Period (09/06/15 – 10/03/15)	Previous Period (08/09/15 – 09/05/15)
Percentage of approvers contacted with unresolved high exceptions requiring ESC intervention for resolution:	98% 85% holiday/emergency leave weeks	71.81%	75.52%

Top Exceptions - Pay Period 1

Top Exceptions - Pay Period 2

Source: ESC data from 09/06/2015 – 10/03/2015.

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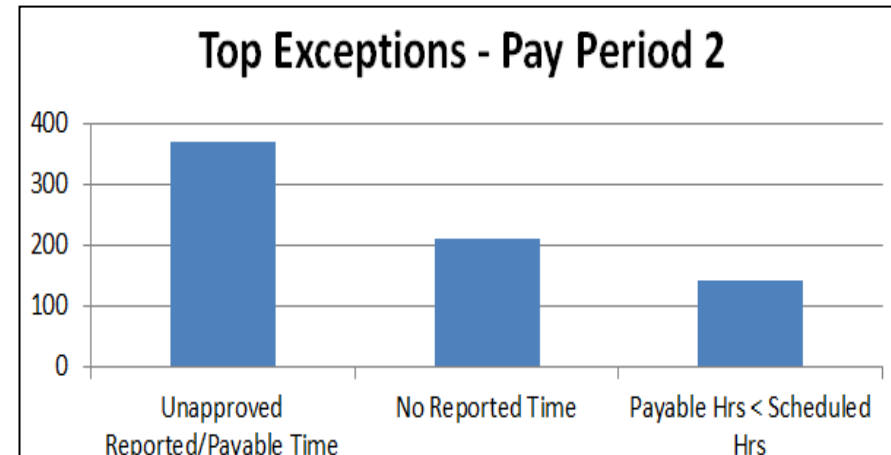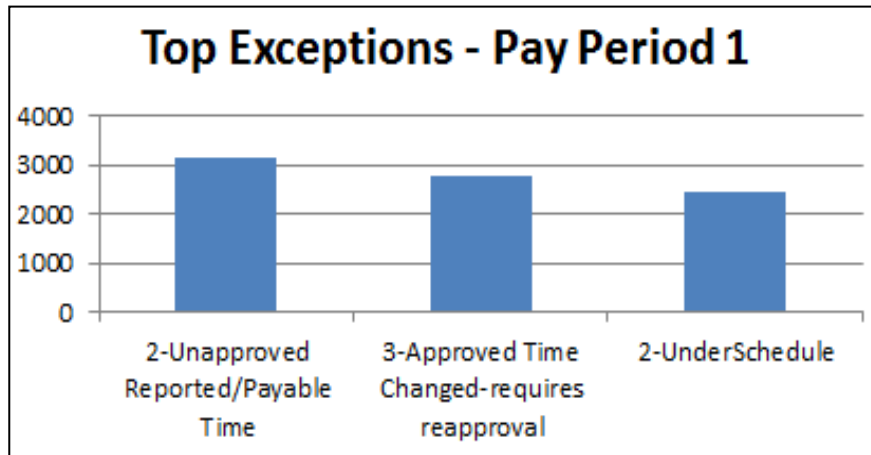
Outbound Exception Management Calls

Outbound calls are made on a weekly basis when employees and approvers miss the deadlines for time entry/time approval or when system generated exceptions appear on a timesheet.

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EOHHS agencies continue to represent the largest volume of outbound calls from the ESC.

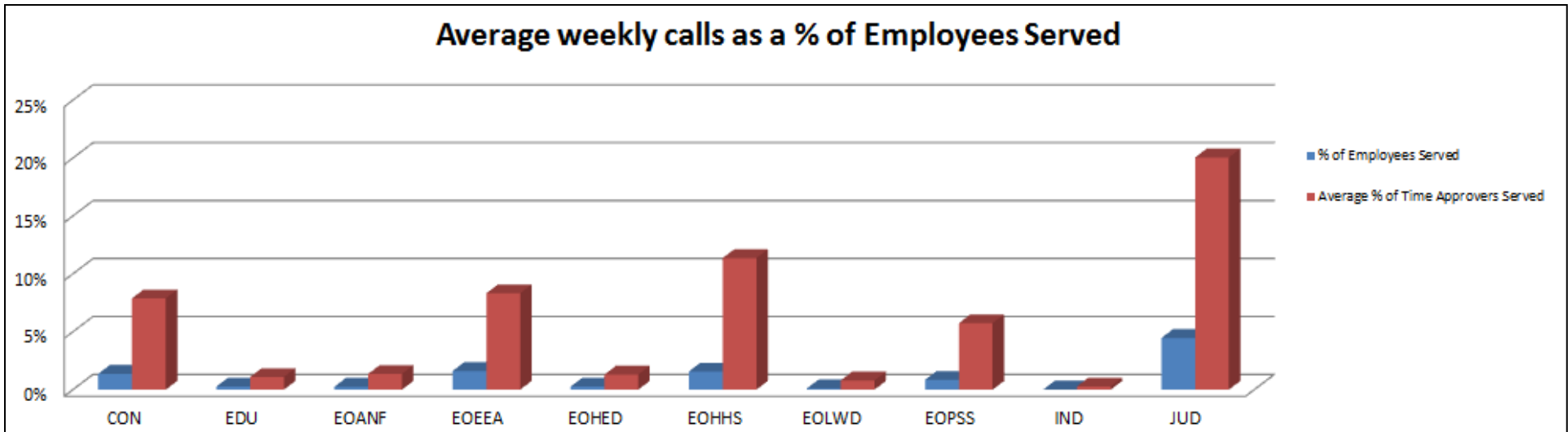|	CON	EDU	EOANF	EOEEA	EOHED	EOHHS	EOLWD	EOPSS	IND	JUD
■ 9/12/2015	33	0	14	57	0	421	2	24	1	55
■ 9/19/2015	0	0	1	5	0	167	0	1	0	3
■ 9/26/2015	7	3	7	88	7	389		15	2	8
■ 10/3/2015	1	6	11	63		425	3	8	5	15

Average weekly calls as a % of Employees Served

- ■ % of Employees Served
- ■ Average % of Time Approvers Served
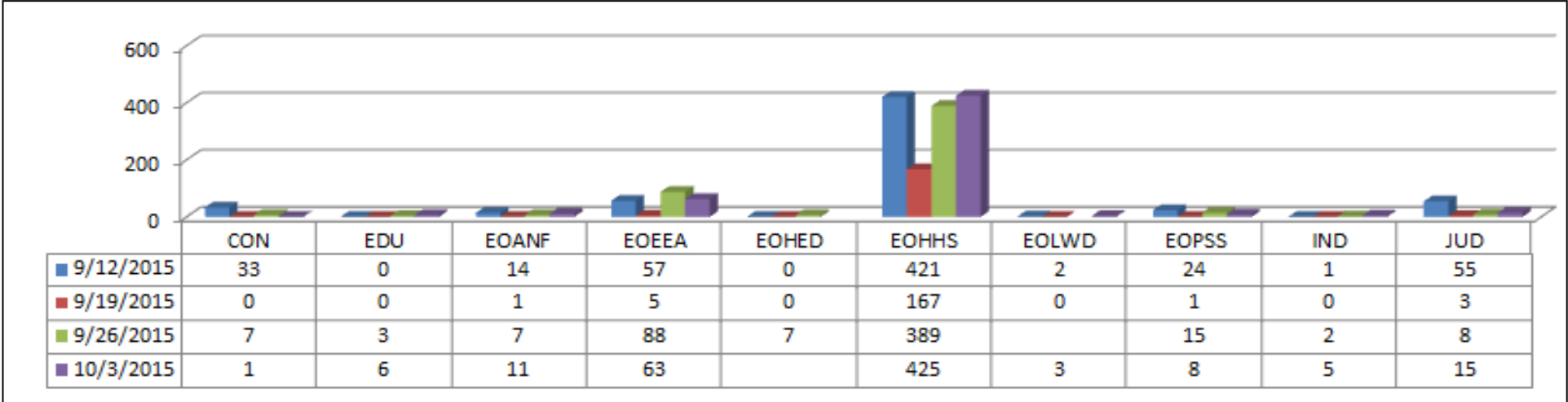
Source: : ESC Exception Management System data from 09/06/2015 – 10/03/2015.
Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., calling an employee multiple times).

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Position Management

Total number of eForms processed by ESC: 571

Average eForm Turnaround Time (Days)

eForms Processed by Type per Secretariat

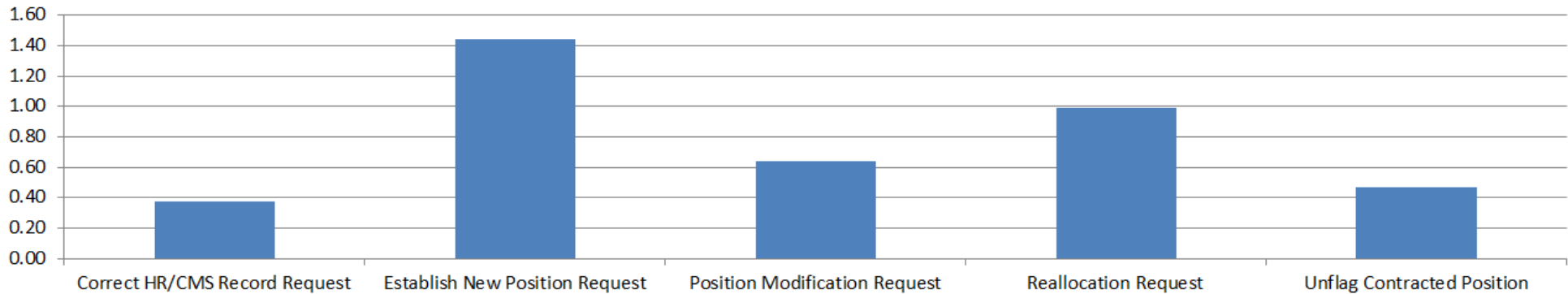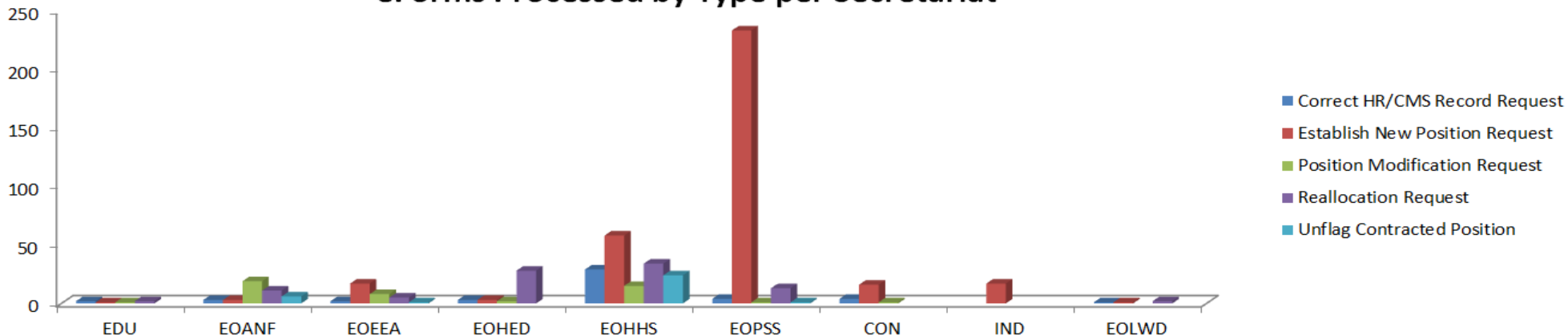Unflag Contract Position Requests are dependent on ANF Platform Approval   *EOPSS Establish New Position Requests due to POL Job Code Updates

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Review Schedule
Service Charter Scorecard

Service Month*		
Start Date	**End Date**	**Report Available**
2/22/2015	4/4/2015	4/22/2015
4/5/2015	5/2/2015	5/20/2015
5/3/2015	5/30/2015	6/17/2015
5/31/2015	7/11/2015	7/29/2015
7/12/2015	8/8/2015	8/26/2015
8/9/2015	9/5/2015	9/23/2015
9/6/2015	10/3/2015	10/21/2015
10/4/2015	10/31/2015	11/18/2015
11/1/2015	11/28/2015	12/26/2015
11/29/2015	12/26/2015	1/13/2016
12/27/2015	1/23/2016	2/10/2016
1/24/2016	3/5/2016	3/23/2016

Note: "Service Month" reporting periods are split by the closest pay period start and end dates to the beginning and end of the calendar month.

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Appendix: Agencies Served

Agencies Served	Employees	Agenceis Served	Employees	Agencies Served	Employees
ADD-Developmental Disabilities Council	17	DOI-Division Of Insurance	146	MCB-Mass Commission For The Blind	160
AGR-Department Of Agricultural Resources	103	DOR-Department of Revenue	1569	MCD-Commission For The Deaf And Hard of Hearing	49
ALA-Administrative Law Appeals Division	35	DOS-Division Of Standards	19	MGC-Massachusetts Gaming Commission	94
ANF-Eo Administration & Finance	289	DPH-Department Of Public Health	3029	MIL-Massachusetts National Guard	9505
APC-Appeals Court	112	DPS-Department Of Public Safety	171	MMP-Massachusetts Marketing Partnership	16
ART-Mass Cultural Council	26	DPU-Department Of Public Utilities	157	MRC-Mass Rehabilitation Commission	954
ATB-Appellate Tax Board	21	DSS-Department Of Children And Families	3504	OCD-Dept Of Housing And Community	276
BLC-Board of Library Comissioners	24	DYS-Department Of Youth Services	860	OHA-Massachusetts Office On Disability	10
BSB-Bureau Of State Buildings	13	EDU-Executive Office Of Education	86	ORI-Office For Refugees And Immigrants	18
CAD-Commission Against Discrimination	69	EEC-Department Of Early Education	188	OSC-Office Of The Comptroller	137
CDA-Massachusetts Emergency Management Agency	97	EED-Executive Office Of Housing & Economic Development	56	OSD-Division Of Operational Services	109
CHE-Soldiers' Home In Massachusetts	338	EHS-Executive Office of Health and Human Services	1571	PAR-Parole Board	190
CHS-Department of Criminal Justice Information Systems	40	ELD-Department Of Elder Affairs	55	POL-State Police	2504
CJT-Criminal Justice Training Council	486	ENE-Department Of Energy Resources	57	REG-Division Of Professional Licensure	113
CME-Chief Medical Examiner	85	ENV-Executive Office Of Energy and Environmental Affairs	292	RGT-Department Of Higher Education	71
CPC-Committee for Public Counsel Services	762	EOL-Executive Office Of Workforce Development	1414	SCA-Office Of Consumer Affairs And Business Regulations	28
CSC-Civil Service Commission	8	EPS-Executive Office Of Public Safety and Security	193	SDA-Sheriffs Department Association	4
CSW-Commission On Status Of Women	2	EQE-Department Of Environmental Protection	682	SEA-Department Of Business And Technology	13
DAC-Disabled Persons Protection Commission	32	FWE-Department Of Fish And Game	319	SOR-Sex Offender Registry	44
DCP-Capital Asset Management And Maintenance	428	GIC-Group Insurance Commission	56	SRB-State Reclamation Board	158
DCR-Department Conservation And Recreation	1537	HCF-Health Care Finance & Policy	160	TAC-Department Of Telecommunications	23
DFS-Department Of Fire Services	650	HLY-Soldiers' Home In Holyoke	361	TRB-Teachers Retirement Board	93
DMH-Department of Mental Health	3390	HPC-Health Policy Commission	65	TRE-Office Of The State Treasurer	233
DMR-Health and Human Services	6517	HRD-Human Resources Division	148	VET-Department Of Veterans Service	68
DOB-Division Of Banks	175	ITD-Information Techology Division	330	VWA-Victim And Witness Assistance	16
DOC-Department of Corrections	5095	LIB-George Fingold Library	11	WEL-Department Of Transitional Assistance	1453
DOE-Department Of Elementary & Secondary Education	503	LOT-Lottery And Gaming Commission	406	Grand Total:	53098

Appendix: Inquiries by Agency

- Note: No inquiries were received for this service month from:

ADD –Developmental Disabilities Council	ART – Mass. Cultural Council
ATB – Appellate Tax Board	CAD – Commission Against Discrimination
CJT – Criminal Justice Training Council	CSC – Civil Service Commission
CSW - Commission on Status of Women	DAC – Disabled Persons Protection Commission
LIB – George Fingold Library	

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Tickets Forwarded to Agency HR/ Payroll

	CON	EDU	EOANF	EOEEA	EOHED	EOHHS	EOLWD	EOPSS	IND
9/12/2015		1	1	3		33	1	2	2
9/19/2015			1		1	26		2	
9/26/2015			3	4		30		3	
10/3/2015	1		1	5		29			

CON Agencies

Number of Tickets by Agency

	LOT	MGC	TRE	VWA
09/12/2015	42	6	10	
09/19/2015	55	2	3	
09/26/2015	60	6	8	1
10/03/2015	47	3	7	

Inquiry Classifications

Direct Deposit	HR/CMS Password Resets	Reg Time	Time Entry
3	56	6	166

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EDU Secretariat Agencies

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Number of Tickets by Agency

	DOE	EDU	EEC	RGT
■ 09/12/2015	9	3	5	2
■ 09/19/2015	7	3	3	4
■ 09/26/2015	12	3	4	2
■ 10/03/2015	7	4	3	1

Inquiry Classifications

Direct Deposit	Employee Personal Data	HR/CMS Data Setup & Badges	HR/CMS Password Resets	Training & Navigation
3	2	3	59	2

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EOANF Secretariat Agencies

Number of Tickets by Agency

	ALA	ANF	BSB	DCP	DOR	GIC	HPC	HRD	ITD	OHA	OSD	TRB
09/12/2015		4	1	31	38	1	2	5			3	1
09/19/2015	1	4	2	35	19		1	13	2		3	
09/26/2015	3	6	1	27	35	2	3	2		1	6	2
10/03/2015	1	3	3	24	22	3	2		2	1	6	1

Inquiry Classifications

Direct Deposit	HR/CMS Password Resets	Reg Time	Requisition Inquiries	Time Entry
7	175	7	9	70
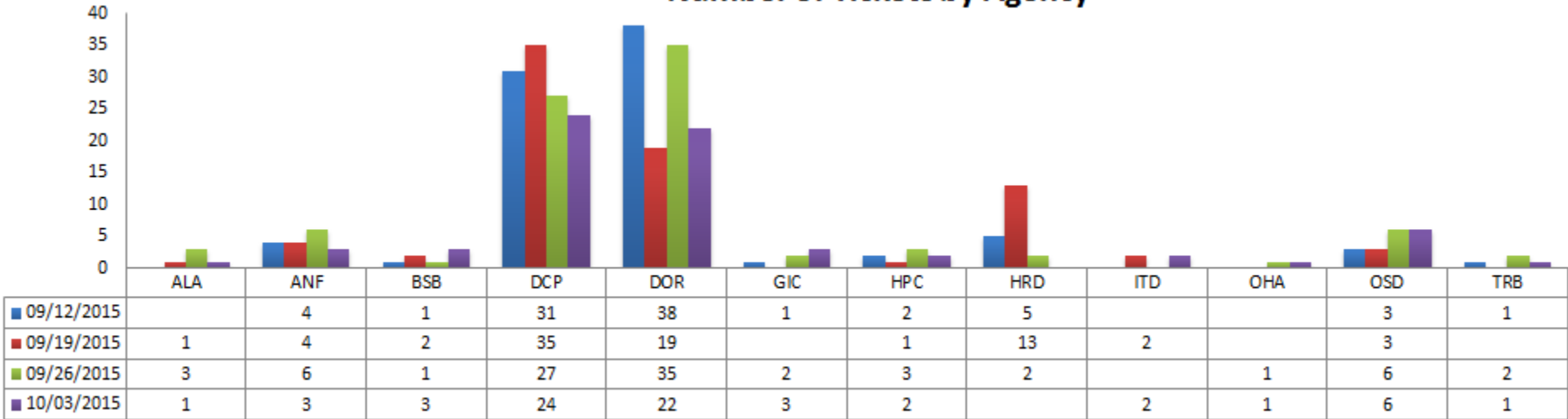
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EOEEA Secretariat Agencies

Number of Tickets by Agency

	AGR	DCR	DPU	ENE	ENV	EQE	FWE	SRB
09/12/2015	3	74	6	2	8	8	8	3
09/19/2015	1	71	8	3	10	9	10	1
09/26/2015	3	79	6	1	7	8	6	4
10/03/2015	2	100	7	1	6	17	6	1

Inquiry Classifications

Balance Inquiry	HR/CMS Password Resets	Reg Time	Time Entry	Time Off	Training & Navigation
13	169	13	213	17	13

EOHED Secretariat Agencies

Number of Tickets by Agency

	DOB	DOI	DOS	EED	MMP	OCD	REG	SCA	SEA	TAC
09/12/2015	6	4	2		1	4	5			1
09/19/2015	4	3	3	1		4		2		
09/26/2015	3	5	2			3	5	1	1	
10/03/2015	4	1	2	1		7	4			

Inquiry Classifications

HR/CMS Password Resets	Missing / Incorrect	Reg Time	Reported Time Approvals	Time Entry	Training & Navigation
57	2	2	2	9	2

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EOHHS Secretariat Agencies

Number of Tickets by Agency

	CHE	DMH	DMR	DPH	DSS	DYS	EHS	ELD	HLY	MCB	MCD	MRC	ORI	VET	WEL
09/12/2015	13	223	97	83	115	48	44	2	38	14	2	19		2	59
09/19/2015	10	250	98	93	100	19	51	1	25	12	1	14	1	1	58
09/26/2015	6	235	89	79	82	32	53		13	7	1	29		3	52
10/03/2015	5	212	62	81	72	10	52	3	27	21	1	22		3	50

Inquiry Classifications

Direct Deposit	Employee Information	HR/CMS Password Resets	Time Entry
110	123	1201	723

EOLWD Secretariat

Number of Tickets by Agency

	EOL
■ 09/12/2015	43
■ 09/19/2015	37
■ 09/26/2015	30
■ 10/03/2015	26

Inquiry Classifications

Balance Inquiry	Direct Deposit	HR/CMS Password Resets	Time Entry
4	4	104	5

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EOPSS Secretariat Agencies

Number of Tickets by Agency

	CDA	CHS	CME	DFS	DOC	DPS	EPS	MIL	PAR	POL	SOR
■ 09/12/2015			1	12	95		3	28	2	20	3
■ 09/19/2015	1	2	1	14	50	2	3	62	2	9	3
■ 09/26/2015	4	1	5	16	77	2	6	32	4	11	4
■ 10/03/2015	3	1	1	9	49	1	1	23	3	6	2

Inquiry Classifications

Direct Deposit	Employee Information	HR/CMS Password Resets	Time Entry
40	38	292	125

JUD Agencies

Number of Tickets by Agency

	APC	CPC
09/12/2015	9	36
09/19/2015	3	35
09/26/2015	5	32
10/03/2015	2	40

Inquiry Classifications

HR/CMS Password Resets	Reg Time	Time Entry	Training & Navigation
130	4	12	4

BLC Tickets and Classification

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Number of Tickets by Agency

	BLC
■ 09/12/2015	1
■ 09/26/2015	1

There were no requests the week of 9/19 or 10/03

Inquiry Classifications

Deadlines/Notifications — 1
Reported Time Approvals — 1

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HCF Tickets and Classification

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Number of Tickets by Agency

	HCF
■ 09/12/2015	2
■ 09/19/2015	3
■ 09/26/2015	5
■ 10/03/2015	2

Inquiry Classifications

Deadlines/Notifications	HR/CMS Data Setup & Badges	HR/CMS Password Resets	Payable Time Approvals	Reports To
2	1	7	1	1

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OSC Tickets and Classification

Number of Tickets by Agency
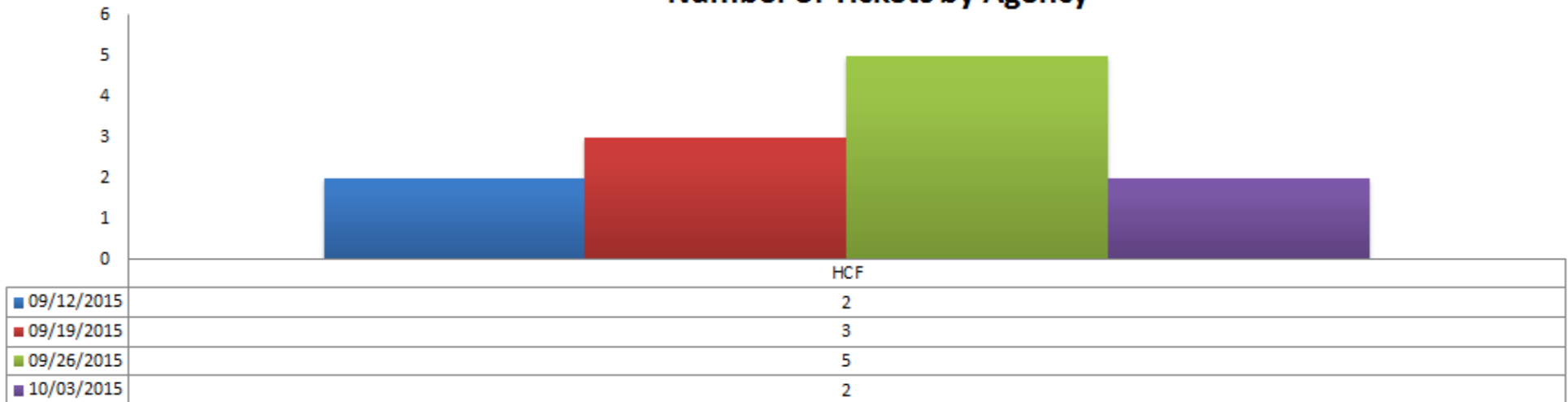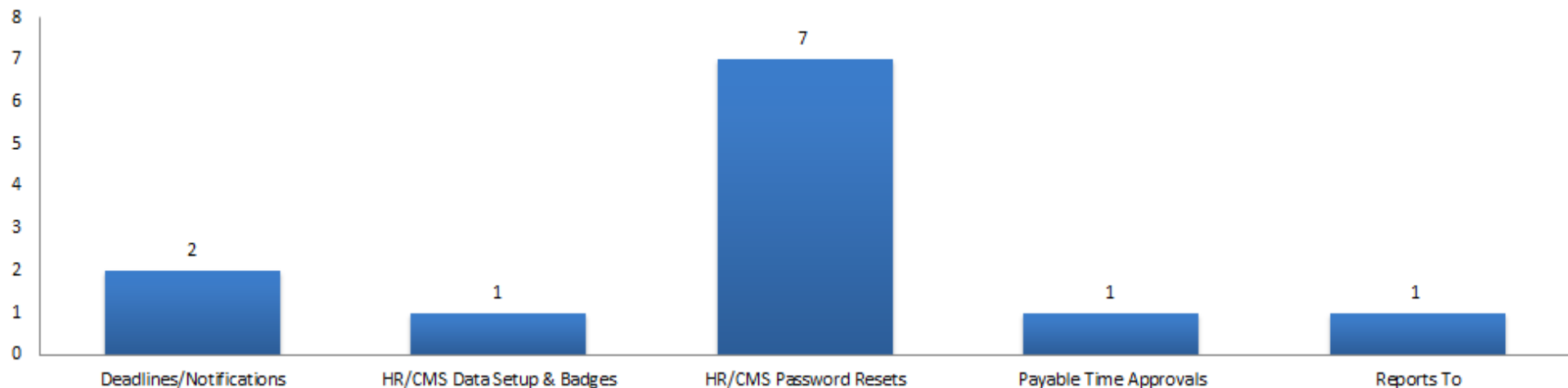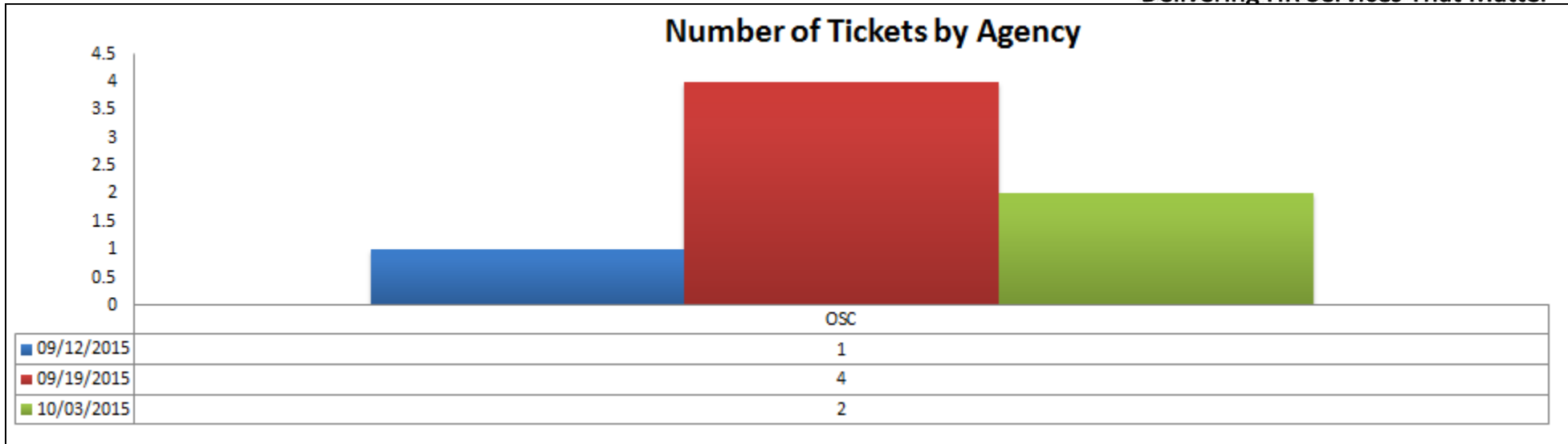
	OSC
■ 09/12/2015	1
■ 09/19/2015	4
■ 10/03/2015	2

There were no requests the week of 9/26

Inquiry Classifications

Balance Inquiry	HR/CMS Data Setup & Badges	HR/CMS Password Resets	Reported Time Approvals	Time Entry	Time Off
1	1	2	1	1	1

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SDA Tickets and Classification

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Number of Tickets by Agency

	SDA
■ 09/19/2015	1
■ 10/03/2015	1
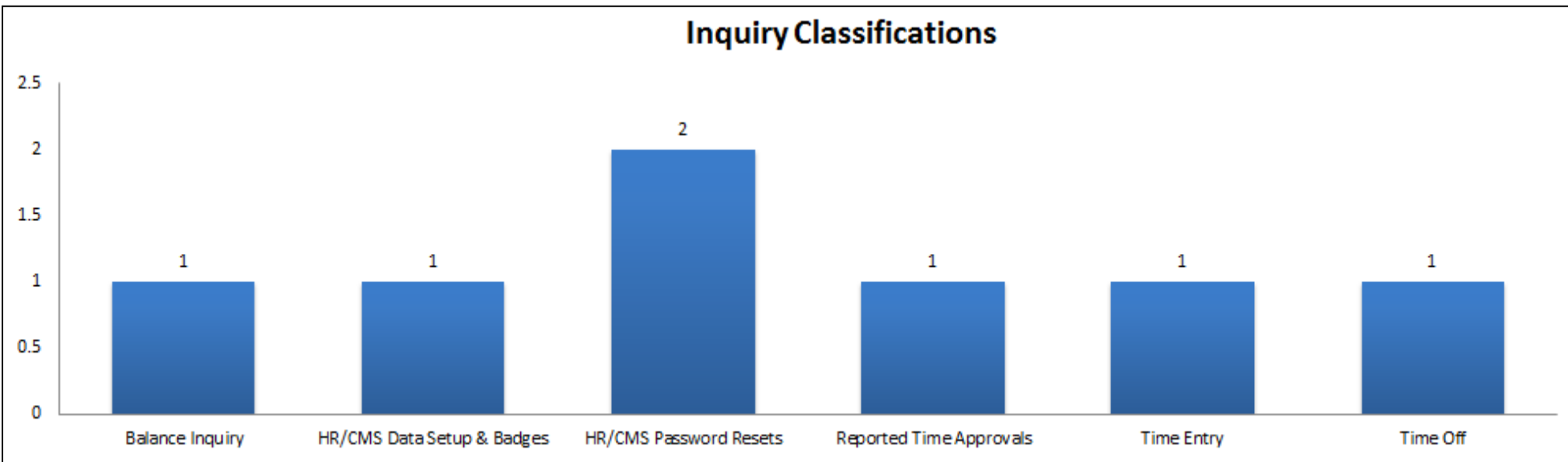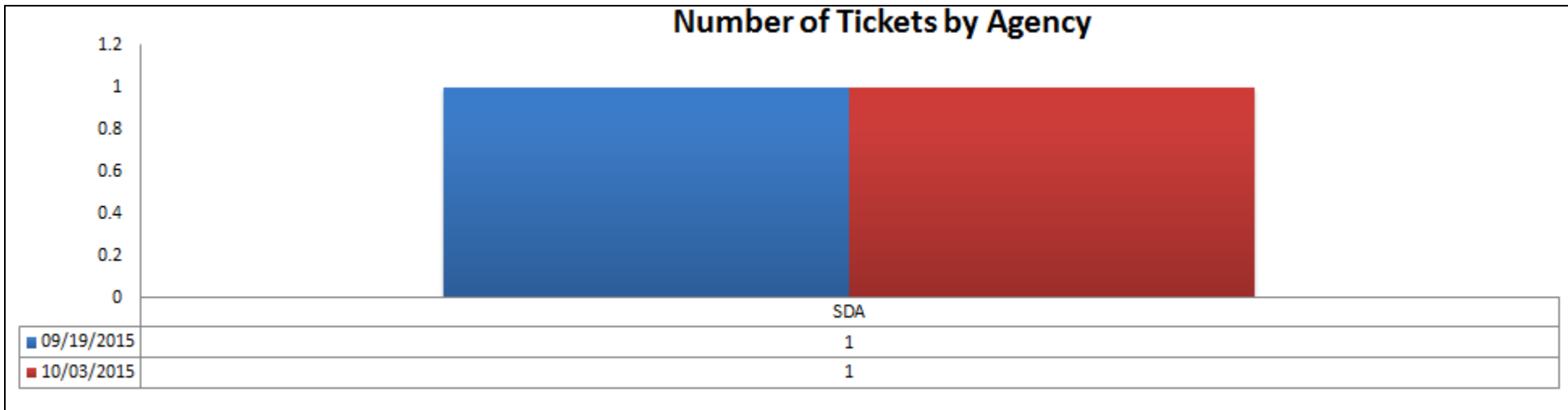
There were no requests the week of 9/12 or 9/26

Inquiry Classifications

Time Entry: 2